TASK ORDER
GSQ0015AJ0065

Civil Engineer (CE) Information Technology (IT) Transformation Support

in support of:

Air Force Civil Engineer Center (AFCEC) Functional Management Office (FMO)

Issued to:
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C.1   BACKGROUND

The Air Force Civil Engineer Center (AFCEC), with its headquarters in San Antonio, Texas, is a primary subordinate unit, assigned to the Air Force Materiel Command (AFMC) and attached to the Air Force Installation and Mission Support Center (AFIMSC). AFCEC functionally reports to the Office of the Civil Engineer. AFCEC is responsible for providing responsive and flexible installation engineering services. AFCEC missions include facility investment planning, design and construction, operations support, real property management, energy support, environmental compliance and restoration, audit assertions, acquisition management, and program management. The unit conducts its operations at more than 75 locations worldwide. The AFCEC Functional Management Office (AFCEC FMO) serves as a direct report to the AFCEC Director and is responsible for establishing the future vision for Civil Engineer (CE) Information Technology (IT) direction based on functional and mission strategic drivers.

The AFCEC FMO guides CE enterprise efforts associated with CE IT Systems to support functional programs and processes. Capability includes, but is not limited to: CE information governance, data quality, functional CE IT portfolio management, business process management, functional training enabled by IT/functional stakeholder management, functional management of CE Enterprise Systems, and portfolio management for AFCEC Legacy Systems. The CE IT Systems include CE Enterprise systems and AFCEC legacy IT systems. The AFCEC FMO current portfolio consists of eight CE Enterprise systems, eight AFCEC legacy systems (**Section J.1, Attachment Q – CE IT Systems' Descriptions**) and over 25 AFCEC legacy IT initiatives/applications.

The AFCEC FMO interfaces with the Air Force Life Cycle Management Center (AFLCMC) Business and Enterprise Systems Sustainment Division (HIBD) PMO located at Gunter Air Force Base (AFB), in Montgomery, Alabama (AL). The HIBD PMO provides program management for CE Enterprise Systems and assists in implementing the vision set forth by the CE functional community and Headquarters Air Force (HAF) through material IT solutions. The HIBD PMO manages system operational support requirements and sustains the CE Enterprise systems in the most cost-effective manner over its total life cycle, including systems engineering and advocating for funding from the CE Community for approved resource sustainment. The AFCEC FMO works with the AF CE Community and AFLCMC/HIBD to identify mission-related or functional requirements for CE systems under sustainment. The AFCEC FMO provides portfolio management and serves as the PMO for AFCEC legacy systems. The organizational structure of the CE IT Systems is captured in Diagram C.1: AFCEC FMO Functional Management of CE IT Systems below.

DIAGRAM C.1: AFCEC FMO Functional Management of CE IT Systems
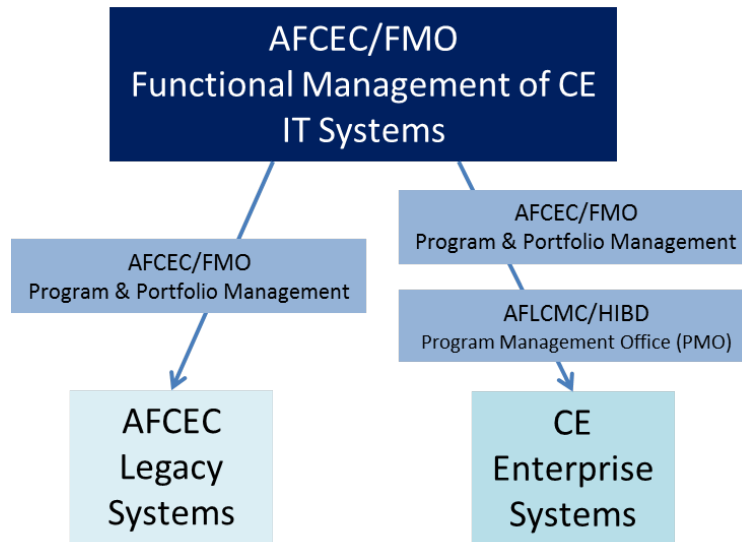
The Air Force (AF) CE Community has been engaged since 2006 in a comprehensive, enterprise-wide transformation to improve installation support while reducing manpower and cost. The recurring theme of numerous transformational initiatives is the centralization of functions formerly performed at installations and MAJCOMs. The critical enabler of this wholesale centralization is the fielding of NexGen IT/TRIRIGA, a large-scale, high-risk platform, within the AFCEC FMO IT portfolio, for implementing a portfolio/asset management approach to all AF assets world-wide. TRIRIGA was selected as the Commercial Off the Shelf (COTS) product to enable transformation of CE business processes under the NexGen IT/TRIRIGA initiative. NexGen IT/TRIRIGA capabilities must be fielded in time to keep pace with the on-going reduction in legacy capabilities. Given the scale and complexity of NexGen IT/TRIRIGA, expertise in TRIRIGA and large scale system configuration and implementation will be key to the success of a program impacting 66,000 AF personnel deployed worldwide. The NexGen IT/TRIRIGA solution is being developed and deployed through another service provider.

The AFCEC FMO is also responsible for developing, standardizing, and codifying the CE information governance process, with alignment to the overall CE IT governance process. The AFCEC FMO serves as the functional advocate for CE IT investment requirements being presented to the CE IT Governance Review Board. It provides initial approval authority for all acquisition related work and is responsible for ensuring IT is developing a capability that meets the needs of the CE Community and CE mission. As the liaison between the functional user and IT delivery, the AFCEC FMO reviews requirements from an enterprise-wide perspective and advocates to HAF and the Secretary of the AF (SAF) for CE technology needs. While the AFCEC FMO does not oversee the technical development of IT capabilities, it does ensure the CE Community is applying solutions across functions and geographies where possible and making smart IT investments. The AFCEC FMO has the responsibility for requests of new capabilities, IT investments, unreported IT Investments and out-of-cycle (OOC) funds requests (increases, decreases, and funds redistribution). All requests for a change to an existing system must be approved through a Configuration Control Board (CCB) per Department of Defense (DoD) and AF guidance and policy.

The United States (US), DoD, AF and the Office of the CE face significant budgetary challenges which will require tough choices, innovative solutions, and a new mindset going forward. As a result, AFCEC continues to transform how it supports its customers in an effort to conduct installation support more efficiently and effectively. Responding to current factors such as reduced resources and increased security requirements requires comprehensive change across the organization and business processes. It is critical to mission success that the AFCEC efficiently and effectively deploys and manages IT systems to support these requirements.

The CE Community consists of the approximately 60,000 Civil Engineers that report to the Office of the CE. CE Stakeholders includes the CE Community, the AF Customers it serves, the Office of the Secretary of the Air Force, the DoD and the President.

AFCEC receives guidance and direction from the Office of the CE. It is the execution partner within the organization and is responsible for defining business across the AF Community to ensure standard processes are followed by all CE personnel. These processes are documented in CE Playbooks and are hosted on a portal to which the CE Community has access.

C.1.1 PURPOSE

The purpose of this TO is to provide support to the AFCEC FMO in guiding CE IT transformation efforts associated with CE IT Systems to support functional programs.

C.1.2 AGENCY MISSION

The AFCEC FMO serves as the functional bridge between the CE Community and the PMO for CE IT Systems, ensuring strategic goals and objectives are enabled through budgeted, funded, and improved IT delivery. The AFCEC FMO is responsible for identifying and leveraging opportunities to reduce IT duplication and operate more efficiently in alignment with standard CE processes and promoting standardization and consolidation efforts across the CE Community.

C.2 SCOPE

To ensure effective and efficient operations for the full scope of AFCEC FMO responsibilities, support will be required in the following areas:

1. Provide Program Management
2. Provide CE IT Governance Support
3. Provide CE IT Stakeholder Management
4. Provide Functional Subject Matter Expertise and Testing Support to CE IT Systems
5. Provide NexGen IT/TRIRIGA Pre and Post Deployment Support
6. Provide CE Enterprise SharePoint Management
7. Provide Information System Security Management, Enterprise Architecture (EA) Support and Information Assurance (IA) Security Engineering Support
8. Provide NexGen IT/TRIRIGA Support (Optional)

The contractor shall perform work on-site at the Government's locations in Joint Base San Antonio Kelley Annex, Texas and Tyndall AFB, Florida as identified in Section H.5 Government-Furnished Property (GFP); and off-site at the contractor's location. Travel is

anticipated to support the widely dispersed CE Community. CONUS and OCONUS travel locations include AF installations which are identified in **Section J.1, Attachment S – Installation Support Information**.

The NexGen IT/TRIRIGA program is currently engaged in time-critical testing and fielding activities required to reach Initial Operational Capability (IOC) in October 2015. The NexGen IT/TRIRIGA program will require immediate support to assist in deployment activities at all installations.

C.3 CURRENT IT/NETWORK ENVIRONMENT

High-level CE IT Systems' descriptions are provided in **Section J.1, Attachment Q – CE IT Systems' Descriptions** for each CE IT system supported by this TO.

The summary level IT system information includes the primary functionality of the CE IT System, number of users, and primary location of users.

C.4 OBJECTIVE

The objective of this TO is to provide the services required to allow the AFCEC FMO to enhance its support to the CE Community. To accomplish this objective, the Government expects this CE IT Transformation Support TO to:

1. Assist in the standardization of the CE IT governance process that will allow the AFCEC FMO to ensure strategic goals and objectives are enabled through budgeted, funded, and improved IT delivery.

2. Identify redundant CE IT system functionality and provide a strategy to effectively reduce cost and consolidate capabilities

3. Improve communication, collaboration, and transparency between the CE Community and IT Stakeholders (other AF mission support functions and CE Service Providers).

4. Provide subject matter technical expertise to CE IT Systems (**Section J.1 Attachment Q – CE IT Systems' Descriptions**) to facilitate the development and release of customer driven IT requirements in future updates to the CE IT Systems.

5. Support pre and post deployment activities of the NexGen IT/TRIRIGA system to allow for seamless transition from Legacy CE IT Systems to the TRIRIGA environment.

6. Develop a balance between maintaining the existing CE Enterprise SharePoint Environment and providing strategic support (development, modernization, and enhancement) to achieve operational efficiencies.

7. Provide information system security management, information assurance security engineering, and enterprise architecture (EA) technical subject matter expertise to AFCEC.

C.5 TASKS

C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT SUPPORT

The contractor shall provide program management support under this TO beginning at **Project Start (Section F.5, Deliverable 01).** This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Statement of Work (SOW). The contractor shall identify a Program Manager (PM) by name, who shall serve as the primary interface and point of contact (POC) with the Government on the TO. The PM is a Key Person as described in section H.2. The PM shall provide management, direction, administration, quality assurance (QA), and leadership of the execution of this TO.

The contractor shall use industry-best standards and proven methodologies that assure all TO activities are identified, documented, and tracked so that the TO can continuously be evaluated and monitored for timely and quality service. The contractor shall notify the FEDSIM CO and FEDSIM COR of any technical, financial, personnel, or general managerial problems encountered throughout the life of the TO.

C.5.1.1 SUBTASK 1.1 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule and coordinate a **Project Kick-Off Meeting (Section F.5, Deliverable 02)** at the location approved by the Government. The meeting shall provide an introduction between the contractor personnel and Government personnel involved with the TO. The meeting shall also provide the opportunity to discuss technical, management, or security issues, travel authorization, and reporting procedures. At a minimum, the attendees shall include key contractor personnel, representatives from AFCEC FMO including the TPOCs, the FEDSIM CO, and the FEDSIM COR. The contractor shall provide a **Kick-Off Agenda and Kick-Off Meeting Presentation (Section F.5, Deliverable 03)** that shall provide, at a minimum, the following type of information:

1. Introduction of team members and personnel:
    a. Roles and Responsibilities. Include staffing plan and project organization
    b. Overview of the contractor organization to support varying locations of work.
2. Communication Plan/Lines of communication overview (between both the contractor and Government)
3. Approach to reaching proposed staffing levels to allow for operational support for time constraint occurrences identified in Section C.2, Scope.
4. TO Management:
    a. Overview/outline of the Program Management Plan (PMP)
    b. Overview of project tasks
    c. Overview of the Integrated Master Schedule (IMS) (shows major tasks, milestones, and deliverables; planned and actual start and completion dates for each)
    d. Identified risks and issues and applicable mitigation plans
    e. Overview of IT Governance Process
    f. Overview of the NexGen IT/TRIRIGA Support

g. Overview of the Quality Control Program

h. TO logistics

5. Overview of the current CE IT Governance Process

6. TO Administration:

a. Review of Government-furnished information and equipment (GFI/GFE)

b. Invoice review and submission procedures

c. Travel notification and processes

d. Security requirements/issues/facility/network access procedures

e. Sensitivity and protection of information

f. Reporting requirements, e.g., Monthly Status Report (MSR)

7. Additional administrative items

The contractor shall draft and provide a Kick-Off Meeting report **(Section F.5, Deliverable 16)** in accordance with Section C.5.1.7, Prepare Meeting Reports**,** documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.2 SUBTASK 1.2 – PREPARE A PROGRAM MANAGEMENT PLAN (PMP) AND INTEGRATED MASTER SCHEDULE (IMS)

The contractor shall prepare and deliver a **Draft and Final PMP (Section F.5, Deliverables 06 and 07).**

The PMP shall contain at a minimum the following:

1. Management approach:

a. Communications and stakeholder management

b. Scope management. Include milestones, tasks, and subtasks required in this TO

c. Cost management

d. Requirements management

e. Quality management

f. Staffing management

g. Procurement management

h. Logistics management

2. Technical approach:

a. Work Breakdown Structure (WBS) and WBS dictionary

b. Risk management, including identified risks and issues

3. Training approach to meet functional training requirements and to reviewing training plans (as identified throughout Section C.5, Tasks) for effectiveness.

4. Section 508 Compliance information in accordance with Section H.14, Section 508 Compliance Requirements

The contractor shall prepare and deliver a **Draft and Final IMS (Section F.5, Deliverables 09 and 10)** to accompany the PMP, but as a separate deliverable. The IMS shall contain at a minimum the following:

1. Major tasks
2. Contract milestones
3. Deliverables
4. Planned and actual start and completion dates for each task.

C.5.1.3 SUBTASK 1.3 – UPDATE THE PMP AND IMS

The PMP is an evolutionary document that shall be updated with significant changes as required **(Section F.5, Deliverable 08).** The contractor shall work from the latest Government-approved version of the PMP.

The IMS is also an evolutionary document that shall be updated with technical inputs and significant changes as required **(Section F.5, Deliverable 11).** Significant changes represent any alteration, modification, or adjustment in the support to the AFCEC FMO, cost, or schedule that is sufficiently great or important and worthy of attention in the PMP or IMS. The contractor shall work from the latest Government-approved version of the IMS.

C.5.1.4 SUBTASK 1.4 – PROVIDE MONTHLY STATUS REPORT AND BRIEFING

The contractor shall develop and provide a **Monthly Status Report (MSR) (Section 5, Deliverable 12).** The MSR shall briefly summarize, by task area, the TO management and technical progress to date, as well as provide the current information indicated below. The purpose of this report is to ensure all stakeholders are informed of key elements of the CE IT Transformation project. The contractor shall provide, at a minimum, the following information:

1. Activities during reporting period, by task and subtask, to include: Ongoing activities, new activities, activities completed, deliverables submitted for that period, and progress to date on all above mentioned activities. Start each section with a brief description of the task.
2. Up-to-date project schedule showing major tasks, milestones (to include upcoming milestones) and deliverables; planned and actual start and completion dates for each. Assessment of progress (baseline versus actual as depicted in the project schedule), 30-day look ahead for tasks to be completed as shown in the project schedule.
3. Financial status update, to include
    a. Actual TO burn through the current month, and projected cost of each CLIN broken down by control account as identified in the WBS.
    b. Up-to-date spend plan capturing by control account including baseline, actuals, and forecast.
    c. Chart reflecting cumulative funding, scheduled, and actual work performed.
    d. Cumulative invoiced amounts for each CLIN and labor tasks totals to-date.
4. Problems and corrective actions taken. Include issues or concerns that may affect project milestones, personnel, and cost resources and proposed resolutions to address them to include risk mitigation plans.
5. Contractor personnel gains, losses, and staffing status of Key and non-Key Personnel (upcoming leave, etc.).
6. Government actions required (deliverables awaiting Government approval, etc.).

7. Summary of trips taken, conferences attended, etc.

8. Summary of logistics tracking (including product purchase, delivery and installation).

9. Status of action items and status of risks and issues (assessment of mitigation or resolution plans).

10. Recommendations for project change management actions, modifications, or improvements in task or process.

11. Reports of technical metrics of NexGen IT/TRIRIGA Data Readiness Recommendations (DRRs) as developed in Section C.5.5, NexGen IT/TRIRIGA Pre and Post Deployment Support

12. System connection and certification status metrics as developed in Section C.5.7.1, Provide Information System Security Management Support.

The MSR shall be prepared in accordance with the sample provided in **Section J.1, Attachment B – Monthly Status Report Template**.

The contractor shall also provide a **Monthly Contract Activity and Status Briefing (Section F.5, Deliverable 13)** with the FEDSIM COR, AFCEC FMO TPOC, and other key Government stakeholders that provides the status of activities during the reporting period, by task area, to include on-going activities, new activities, activities completed, and progress to date on all items identified above for the MSR. The contractor PM shall prepare and submit a meeting report **(Section F.5, Deliverable 16)** in accordance with Section C.5.1.7, Prepare Meeting Reports, to the FEDSIM COR within five workdays following the meeting. The briefing shall be conducted as a teleconference and scheduled every month to review and discuss the status of the TO and activities. The Government reserves the right to change this requirement to in-person monthly status meetings as required.

C.5.1.5 SUBTASK 1.5 – PROBLEM NOTIFICATION REPORTS (PNRs)

The contractor shall provide a **Problem Notification Report (PNR) (Section F.5, Deliverable 14)** that notifies the FEDSIM CO and FEDSIM COR of any issues such as potential cost/schedule overruns/impacts and significant issues one day after the problem is identified. The PNR shall be prepared in accordance with the sample in **Section J.1, Attachment I – Problem Notification Report Template.**

C.5.1.6 SUBTASK 1.6 – PREPARE TRIP REPORTS

The contractor shall submit **a Trip Report (Section F.5, Deliverable 15)**, as requested by the AFCEC FMO TPOC and/or FEDSIM COR. The contractor shall submit Trip Reports three working days after completion of a trip for all long-distance travel**.** The Trip Report shall include the following information:

a. Personnel traveled
b. Dates of travel
c. Destination(s)
d. Purpose of trip
e. Summarized cost of the trip
f. Approval authority
g. Summary of action items and deliverables

The contractor shall keep a historical summary/spreadsheet of all long-distance travel, to include, at a minimum, the name of the employee, location of travel, duration of trip, and trip estimate. Trip reports shall at minimum be prepared with the information in the sample provided in **Section J.1, Attachment D – Travel Authorization Request**.

C.5.1.7 SUBTASK 1.7 – PREPARE MEETING REPORTS

The contractor shall prepare and submit **Meeting Reports (Section F.5, Deliverable 16)**, as requested by the AFCEC FMO and/or FEDSIM COR, to document results of meetings. The Meeting Report shall include the following information:

1. Meeting attendees and their contact information – at minimum identify organizations represented
2. Meeting dates
3. Meeting location
4. Meeting agenda
5. Purpose of meeting
6. Summary of events (issues discussed, decisions made, and action items assigned).

C.5.1.8 SUBTASK 1.8 – CONVENE IN-PROGRESS REVIEW (IPR)

The contractor shall conduct a formal **In-Progress Review (IPR) (Section F.5, Deliverable 17)** to be held quarterly at the Government's location. IPRs shall include the FEDSIM COR, AFCEC FMO TPOC, other key Government stakeholders, and additional Government and contractor representatives deemed necessary by the FEDSIM COR and/or the AFCEC FMO TPOC. The IPR shall provide a forum for Government review of progress, planning, and issues related to the TO. The contractor shall utilize the PMP in its discussion of TO performance. The contractor shall prepare and submit a meeting report **(Section F.5, Deliverable 16)** in accordance with Section C.5.1.7, Prepare Meeting Reports**,** to IPR participants within five business days. IPRs shall include: Schedule by task, previous months activities by task, planned activities for next month by task, and issues/actions required by the Government. The quarterly IPR shall replace the Monthly Status Briefing for that month.

C.5.1.9 SUBTASK 1.9 – FACILITATE TO TRANSITION-OUT

The contractor shall facilitate the accomplishment of a seamless transition from itself to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a **TO Transition-Out Plan (Section F.5, Deliverable 18)** no later than (NLT) 120 calendar days prior to end of the Base Period and updated prior to the end of each Option Period. The contractor shall identify how to coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

1. Program management processes
2. POCs
3. Location of technical and program management documentation
4. Status of ongoing technical initiatives
5. Appropriate contractor to contractor coordination to ensure a seamless transition

6. Transition of Key Personnel

7. Identify schedules and milestones

8. Identify actions required of the Government

9. Establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition.

C.5.1.10 SUBTASK 1.10 – IMPLEMENT TO TRANSITION-OUT

The contractor shall implement the TO Transition-Out Plan NLT 90 calendar days prior to expiration of the TO.

C.5.1.11 SUBTASK 11 – IMPLEMENT TO TRANSITION-IN PLAN

The contractor shall implement the Transition-In Plan upon Task Order Award (TOA). The transition-in period begins with the execution of the TOA and continues for up to 30 calendar days. The contractor shall work closely with the incumbent contractor or the Government to assure uninterrupted contract support. Transition-in activities shall also include contractor attendance at program reviews, participation in working groups, briefings, on-site communications, and full disclosure of technical, cost, and programmatic information.

C.5.1.12 SUBTASK 12 – PERFORM CONTRACTOR MANPOWER REPORTING

The contractor shall report all contractor labor hours, including subcontractor labor hours required for performance of services provided under this TO for the CE IT Transformation requirement via a secure data collection site (available via http://www.ecmra.mil/.) The contractor shall record all labor executed during a Government fiscal year (FY), which runs October 1 through September 30. Labor inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year, beginning with Government FY 2016.

C.5.1.13 SUBTASK 13 – PROVIDE EXECUTIVE LEVEL BRIEFING SUPPORT

The contractor shall support senior and executive level management briefings. The contractor shall provide executive level briefing support for AFCEC FMO, customers, General Officers (Gos), and Senior Executives as identified by the Government. The contractor shall also assist in the development of papers, summaries and presentations to present to Gos and Senior Executives as identified by the Government. The Government anticipates that there will be two executive briefings a month that will require contractor assistance.

C.5.1.14 SUBTASK 14 – CONDUCT WEEKLY STATUS BRIEFING

The contractor shall conduct one teleconference with the FEDSIM COR, AFCEC FMO TPOC, and other Government representatives each week to provide the overall program status and identify any critical issues. The contractor shall provide and submit a meeting report **(Section F.5, Deliverable 16)** to attendees in accordance with Section C.5.1.7, Prepare Meeting Reports.

C.5.1.15 SUBTASK 15 – PREPARE QUALITY CONTROL PLAN (QCP)

The contractor shall prepare a **QCP (Section F.5, Deliverable 04)** identifying its approach to ensure quality control in meeting the requirements of each Task Area of the TO (i.e., not just the

corporate generic quality control process). The contractor shall describe its quality control methodology and approach for determining and meeting performance measures identified.

The QCP shall contain at a minimum the following:

1. Performance Monitoring Methods, including a draft sample customer survey to CE Community customers on the assessment of contractor performance.
2. Performance Measures
3. Approach to ensure that cost, performance, and schedule comply with task planning.
4. Methodology for continuous improvement of processes and procedures, including the identification of service metrics that can be tracked in the TO.
5. Government Roles
6. Contractor Roles.

C.5.2 TASK 2 – PROVIDE CE IT GOVERNANCE SUPPORT

The contractor shall provide CE IT governance support to the AFCEC FMO. Through standardized and repeatable CE IT governance processes the AFCEC FMO will achieve an enhanced operating posture that will ensure strategic goals and objectives are enabled through budgeted, funded, and improved IT delivery. The contractor shall work directly with the CE Community on managing program direction, analyzing portfolio investment recommendations and ensuring consistency with the strategic direction and objectives of the CE Community.

The contractor shall support all CE IT Systems and the 25 AFCEC legacy IT initiatives and applications referenced in Section C.1, Background.

C.5.2.1 SUBTASK 1 – MANAGE, MAINTAIN, AND UPDATE THE CE IT GOVERNANCE PROCESS

The AFCEC FMO utilizes an established CE IT Governance Process to assist the CE Community in achieving organizational goals by providing set processes that increase the effective and efficient use of IT. The AFCEC FMO will provide the contractor with the current CE IT Governance Process at the Project Kick-Off Meeting. The contractor shall assist the AFCEC FMO in managing all processes defined within the CE IT Governance Process.

As part of the standard processes, new IT requirements follow CE IT Governance procedures. There are two basic types of requests. The first type is for a brand new system. When an IT Capability Request (ITCR) or IT Investment Request (ITIR) is desired, it is governed through the CE Board and CE Council. The second type of request is for the enhancement or modification of an existing system request to enhance or modify an existing system. A Baseline Change Request (BCR) is created and governed through the Configuration Control Board (CCB) for approval. These governance procedures were established to decrease unnecessary spending and to ensure that funding is spent on AF priorities, as opposed to individual installation or Major Command (MAJCOM) priorities.

The contractor shall review and update the existing CE IT Governance Process and deliver a **Draft and Final Updated CE IT Governance Process (Section F.5, Deliverables 19 and 20)**. The Updated CE IT Governance Process shall include at a minimum the following:

1. An assessment of the existing CE IT governance environment (including processes, organizational structures, and relationships with the entire CE Community).

2. Recommendations and best practices to establish, modify or improve, and manage the CE IT Governance Process. Recommendations and best practices shall include at a minimum the following:

   a. Processes for developing or improving and managing CE specific IT governance structures.

   b. Process for effective and timely review of CE Community submitted ITIRs, ITCRs, and CE IT System BCRs.

   c. Strategy for establishing, improving and managing CE Community participation in the CE IT Governance process.

   d. Plan of action describing how to utilize standardized CE IT governance processes will be utilized to reduce inefficient or duplicate IT efforts in the CE Community.

   e. Plan describing improved tracking and reporting on all CE IT initiatives.

3. A recommendation outlining improvements to the structure and ways of reducing the level of effort of the ongoing support of CE IT governance.

The CE IT Governance Process is an evolutionary process and the contractor shall provide an **Updated CE IT Governance Process** every six months with changes as required **(Section F.5, Deliverable 21).**

The contractor shall provide CE IT Governance process advisory support to the entire CE Community and support the development and documentation of IT investment strategies via IT Irs and ITCRs.

The contractor shall coordinate with the Portfolio Management team (Section C.5.2.2, CE IT Portfolio Management (PfM) Support) and Configuration Management Support team (Section C.5.2.3, Provide Configuration Management Support) to ensure all ITIRs, ITCRs, and CE IT System BCRs are reviewed and approved through the CE IT Governance process.

The contractor shall provide functional expertise in the review of CE IT Governance documentation (ITIRs, ITCRs, and CE IT System BCRs) and provide status updates to the CE Community on the results of the document review. The contractor shall prepare and submit ITIRs, ITCRs, and CE IT System BCRs for HAF and SAF level approval in accordance with the CE IT Governance process.

The AFCEC FMO processes approximately 100 ITIRs and ITCRs and 1000 CE IT BCRs annually. These numbers are expected to increase due to the deployment of NexGen IT/TRIRIGA and regulatory/guidance changes.

The contractor shall assist the CE Community with monthly IT data calls received from HAF and SAF by dispersing and then assisting in the response to the data call.

C.5.2.2 SUBTASK 2 – PROVIDE CE IT PORTFOLIO MANAGEMENT (PfM) SUPPORT

The AFCEC FMO is responsible for tracking and reporting on CE IT system data. All CE IT system data must comply with SAF/A6 and DoD Office of the Secretary of Defense (OSD) requirements which assert that all CE IT Systems are complete, accurate, and traceable from business need to technology. The AFCEC FMO uses the Enterprise Information Technical Data

Repository (EITDR), the AF authoritative source for IT system information, as its centralized repository for the establishment of all CE IT system data.

The contractor shall support the AFCEC FMO in the management of CE IT Systems. The contractor shall develop and deliver a **Draft and Final Portfolio Management Process Plan (Section F.5, Deliverables 22 and 23)**. The Portfolio Management Process Plan shall include at a minimum the following:

1. A standard repeatable PfM process that ensures accurate and complete CE IT system data is compliant with SAF/A6 and DoD OSD requirements when reported.
2. Methodology for ensuring that the Installations and Environment (I&E) CE IT inventory is complete and accurate. CE IT Systems records include but are not limited to: AF Form 1341s, Section 508 compliance templates, and systems descriptions.
3. Process to collect and store CE IT system data within the EITDR system. Updates to the EITDR system shall occur in real time and for all CE IT Systems.
4. Method to allow AFCEC FMO to monitor the health of CE IT Systems.
5. Methodology for remaining in compliance with the Financial Improvement Audit Readiness (FIAR) initiative, which includes compliance with current Government Accountability Office (GAO) Federal Information Security Control Audit Manual (FISCAM).

The Portfolio Management Process Plan is an evolutionary document and the contractor shall update it with significant changes or at the request of the Government **(Section F.5, Deliverable 24).** Significant changes represent any alteration, modification, or adjustment to the deliverable that affects the support provided to or the mission of the AFCEC FMO.

The contractor shall assist the Government in providing oversight of the Installation and Environment (I&E) CE IT inventory and assist the Government in the development of the I&E Organizational Execution Plan and the CE IT PfM Communications Plan. The contractor shall assist with communicating SAF/A6 and DoD OSD guidance and direction to I&E IT program and project managers, organizational Information System Security Officers (ISSO), Information System Security Managers (ISSM), financial program and project managers, and other stakeholders. The contractor shall interface with the CE Community and CE portfolio managers to assist in the development and collection of the CE IT system records that are entered into EITDR. The contractor shall support CE IT system records reviews and validation by conducting assessments in accordance with Chief Financial Officer (CFO) standards (Blue Book). Additionally, the contractor shall conduct assessments of the existing data collections controls in place and provide results to document and prove that sufficient controls are in place and are being utilized.

The contractor shall assist the Government in developing and delivering a **Draft and Final CE IT Strategic Plan (Section F.5, Deliverables 25 and 26)**. The CE IT Strategic Plan shall include at a minimum the following:

1. Assessment of existing CE IT Systems.
2. Development of a CE IT 10 Year Roadmap, to include at minimum the following:
   a. Identification of redundant system functions and capabilities.
   b. Prioritization of CE IT investments.

  c. An outline of current IT environments and the strategy to cost effectively reduce and consolidate capabilities and implement approved IT CRs and Irs over a ten year period.

  d. Alignment between CE Strategic Goals, guiding principles and the systems that will be consolidated.

3. Develop an Enterprise Data Management Plan for CE that identifies authoritative data sources (ADS), data redundancies and opportunities to further consolidate the number of CE IT Systems. The Enterprise Data Management Plan shall include, but is not limited to the following:

  a. Coordination of data quality processes with existing data stewardship processes.

  b. Processes to evaluate the data quality.

  c. Establishment of data quality assessment standards based on business driven metrics.

  d. Establishment of a framework for evaluation data quality for continued sustainment.

The CE IT Strategic Plan is an evolutionary document and the contractor shall update it with significant changes or at the request of the Government (**Section F.5, Deliverable 27).** Significant changes represent any alteration, modification, or adjustment to the deliverable that affects the support provided to or the mission of the AFCEC FMO.

The contractor shall assist the Government in developing and delivering a **Draft and Final CE Master Data Management (MDM) Plan (Section F.5, Deliverables 29 and 29)** for CE IT systems. The CE MDM Plan shall include at a minimum the following:

a. A methodology that enables the business enterprise to define all critical data, while linking each source of the data to one central master list that CE IT system users can reference when querying CE data assets.

b. A clear and defined enterprise view of CE master data assets that allows key stakeholders instant access to clean and accurate data that supports mission critical AF operations for the CE enterprise.

c. Defined master data sources and the producers and consumers of the master data with recommendations for business data stewards.

d. Defined and outlined master data model showing the relationships between the master data asset lists and the legacy data sources for the CE community.

e. Methodology and standard operating procedures to ensure the proper maintenance and data governance processes are executed in support of the master data assets currently required of the AF CE community.

The CE MDM Plan is an evolutionary document and the contractor shall update it with significant changes or at the request of the Government **(Section F.5, Deliverable 30)**. Significant changes represent any alteration, modification, or adjustment to the deliverable that affects the support provided to or the mission of the AFCEC FMO.

C.5.2.3 SUBTASK 3 – PROVIDE CONFIGURATION MANAGEMENT (CM) SUPPORT

The AFCEC FMO utilizes an existing Configuration Management Plan **(Section J.1, Attachment T – Configuration Management Plan)** that defines the CM processes required to maintain the enterprise hardware and software utilized by the CE Community. Initially, the contractor shall provide CM support in accordance with the existing plan.

 In addition, the contractor shall deliver a **CE CM Plan Update (Section F.5, Deliverables 31)** to incorporate and standardized processes for CE IT Systems. The plan shall include at minimum the following:

1. Process to track, log, categorize, and maintain changes made against accepted baseline standards that are specific to each CE IT system.
2. Processes to submit, track, review, and approve of BCRs approval. The contractor shall track, review, update and coordinate all BCRs from inception through CCB approval and then through implementation.
3. Process to track Certification and Accreditation (C&A) activities that are performed via a separate TO that maintains C&A packages.
4. A Configuration Consolidation Plan that details the consolidation of CE IT System CM information into the existing NexGen IT/TRIRIGA CM repository. The Configuration Consolidation Plan shall include a schedule, cost and methodology for the consolidation.

The contractor shall implement the CE CM Plan Update upon government approval. The contractor shall update the **CE Configuration Management Plan Update (Section F.5, Deliverables 31)** every six months with significant changes as required. Significant changes represent any alteration, modification, or adjustment to the deliverable that affects the support provided to or the mission of the AFCEC FMO.

The contractor shall develop **CM Training Plan (Section F.5, Deliverable 32)** that shall include at a minimum the following:.

1. Training Delivery method.
2. Overview of CE specific CM policies.
3. Proper methodology to maintain a proactive CM program.

The contractor shall provide quarterly training to the CE Community through conduct virtual workshops and web-based seminars.

C.5.2.4 SUBTASK 4 – PROVIDE ANALYSIS OF ALTERNATIVES (AoA) AND BUSINESS CASE ANALYSIS (BCA) FOR CE IT SYSTEMS

The contractor shall conduct and deliver an **AoA and BCA Report (Section F.5, Deliverable 33)** at the request of the AFCEC FMO for any new technology investment consideration. The report shall include at a minimum the following:

1. Identification of alternatives of system platform mixtures to meet the capability requirement needed and an analysis of operational effectiveness relative to cost for the various alternatives.
2. Value based focus on the costs and capabilities of a particular CE IT system of that system.

3. Report on business, economic, risk, and technical arguments for selecting an alternative to achieve organizational or functional missions or goals from enterprise-wide perspective.

4. Documentation on various options and alternatives to provide recommendations on the best way to leverage technology to improve the business processes while continuously improving efficiency, reducing costs, and capitalizing on technology.

5. Explanation of the cost benefit of adding and transitioning to any new or emerging technology and a plan on how to incorporate it into the existing infrastructure.

The **AoA and Business BCA Report (Section F.5, Deliverable 34)** is an evolutionary document and the contractor shall update it on an as needed basis as the Government adds additional systems or requires additional information to support CE IT system decisions. The Government anticipates six AoA and Business BCA Report updates a year.

C.5.2.5 SUBTASK 5 –SERVICE DEVELOPMENT AND DELIVERY PROCESS (SDDP) SUPPORT

The SDDP is an end user-centric methodology to address a process-based problem required by an end user to address a process-based problem across a holistic set of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) solutions. The SDDP details the processes and procedures by which Information Technology (IT) capabilities supporting AF processes are identified, defined, developed, and delivered in a way that ensures IT capabilities are necessary, and maximize the potential for successful implementation of IT investments. The SDDP describes procedures by which IT capabilities supporting AF processes are identified, defined, developed and delivered in a way that ensures IT capabilities are necessary, and maximize the potential for successful implementation/interoperability of IT investments. The SDDP is applicable to large and small scale problems and can be used to implement IT capabilities of all sizes and types; therefore the level of support may differ according to the capability.

The contractor shall provide SDDP support as outlined in Air Force Manual (AFMAN) 33-402, AF Policy Directive (AFPD) 33-4, *Information Technology Governance,* and AF Instruction (AFI) 33-401, *Enterprise Architecture,* or most current guidance for developing and implementing DOTMLPF-P requirements, including IT capabilities. SDDP support includes assisting the Government in developing all required SDDP documentation.

The contractor shall update and maintain current SDDP documentation for existing CE IT Systems as the systems change throughout the PoP. The contractor shall support SDDP processes by identifying possible material solutions for procedures that can be automated cost effectively. The Government anticipates that that the contractor shall support two new large efforts and two new small SDDP efforts.

The contractor shall ensure all BPR efforts incorporate current compliance mandates for AF approved SDDP,DOTMLPF-P Analysis, National Defense Authorization Action (NDAA) Business Enterprise Architecture (BEA), Global Information Grid (GIG), Common Access Card/ Public Key Infrastructure encryption as applicable.

C.5.3 TASK 3 – PROVIDE CE IT STAKEHOLDER MANAGEMENT

The AFCEC FMO is responsible for the execution of IT Stakeholder Management for CE IT Systems. The contractor shall assist the Government in establishing collaboration between the CE communities and IT stakeholders (other AF mission support functions and CE Service Providers) by identifying and coordinating the participation of relevant stakeholders, facilitating consensus on CE IT events, communicating any and all changes, system and process impacts, and system or requirements status to facilitate any needed changes.

C.5.3.1 SUBTASK 1 – FACILITATE CE IT STRATEGIC COMMUNICATIONS

The AFCEC FMO utilizes an established CE Communications Plan **(Section J.1, Attachment V – CE Communications Plan)** that defines the communications objectives, intended audience, method to accomplish the communication objective, and evaluation criteria to measure performance of communications activities. The contractor shall coordinate with the AFCEC FMO on stakeholder messaging to the user community in accordance with current CE Communications Plan.

The contractor shall work with the government and CE IT stakeholders to execute communications activities supporting CE IT Systems, system updates, and new and enhancement system status. The contractor shall support outreach communications utilizing various media sources that allow the AFCEC FMO to disseminate a clear and holistic view of system activities to the CE Community.

C.5.3.2 SUBTASK 2 – PROVIDE CE IT STRATEGIC AND CHANGE MANAGEMENT COMMUNICATIONS FOR PRE/POST NEXGEN IT/TRIRIGA DEPLOYMENT

The AFCEC FMO is responsible for maximizing the understanding, willingness, and ability of the CE Community to move from legacy IT systems to NexGen IT/TRIRIGA. The contractor shall provide strategic and change management communications to ensure the successful implementation of the NexGen IT/TRIRIGA system. The Government has a separate TO that will develop and deliver NexGen IT/TRIRIGA CE IT Training. The NexGen IT/TRIRIGA communications activities shall be done in parallel with that NexGen IT/TRIRIGA CE IT Training TO.

The contractor shall partner with the AFCEC Public Affairs (PA) Office and SAF PA to implement a strategic and change management communication approach centered on moving the CE Community from a state of uncertainty and low awareness to a state of buy-in and ownership of the new NexGen IT/TRIRIGA system environment. The contractor shall execute the existing AFCEC FMO approved NexGen IT Strategic Communication Plan (**Section J.1, Attachment U – NexGen IT Strategic Communication Plan)** to ensure the CE Community has awareness and understanding of basic NexGen IT/TRIRIGA configuration, deployment timeline, and deployment preparation activities to include specific data cleansing requirements. The communications approach shall target stakeholder expectations at the installations and clarify the NexGen IT/TRIRIGA capabilities at IOC versus the full capabilities available at FOC for all end users. The strategic and change management communication approach shall align with the CE IT Governance efforts outlined in Section C.5.2, Provide CE IT Governance Support and emphasize the criticality of data clean-up and readiness (outlined in Section C.5.5, NexGen IT/TRIRIGA Pre and Post Deployment Support) to enhance success of deployment to each installation.

The contractor shall execute the tactical level communication outlined in the NexGen IT Strategic Communication Plan (**Section J.1, Attachment U – NexGen IT Strategic Communication Plan)** to include, but not limited to the following:

1. Development and distribution of all NexGen IT/TRIRIGA informational materials, to include but not limited to:
   a. NexGen IT/TRIRIGA Fact sheets
   b. Captivate videos
   c. Articles
   d. Informational briefings
   e. Commander's Call Topics
   f. FAQs
2. NexGen IT/TRIRIGA updates posted to CE Enterprise SharePoint Management Environment
3. Development and delivery of direct deployment communications to each installation's NexGen IT/TRIRIGA POCs.
4. Support for NexGen IT/TRIRIGA specific executive leadership meetings.

During the NexGen IT/TRIRIGA deployment the contractor shall develop and deliver N**exGen IT/TRIRIGA Anomaly Reports (Section F.5, Deliverable 35)** that identify items, events, or observations which are preventing the proper implementation of the NexGen IT/TRIRIGA system.

C.5.3.3 SUBTASK 3 – DEVELOP PERFORMANCE MEASURES

The contractor shall support CE senior leaders in strategic planning as new priorities arise to assist in defining their desired future state in alignment with the CE IT Strategic Plan outlined in Section C.5.2.2, Provide CE IT Portfolio Management (PfM) Support. The contractor shall collaborate with CE stakeholders to ensure strategic planning activities align with CE Transformation goals and objectives as well as other key initiatives (e.g., Implementation of the AFIMSC).

In addition, the contractor shall prepare and deliver a **Draft and Final Performance Management Plan (Section F.5, Deliverables 36 and 37)**. The plan shall include at a minimum the following:

1. Method to collect and analyze data that measures progress of AFCEC FMO operations.
2. Strategies to develop, collect, and analyze performance data that tie defined CE goals (captured in the CE Strategic Plan) to I&E performance measures. The AFCEC FMO will provide the contractor with the current CE Strategic Plan and I&E Performance Measures at the Project Kick Off Meeting.

The contractor shall implement th**e** Performance Management Plan upon government approval.

C.5.4 TASK 4 – PROVIDE FUNCTIONAL SUBJECT MATTER EXPERTISE AND TESTING SUPPORT TO CE IT SYSTEMS

The contractor shall provide functional subject matter technical expertise specific to the CE IT Systems identified and described in the following subtasks:

1. C.5.4.1 Subtask 1 – Automated Civil Engineer System (ACES), Interim Work Information Management System (IWIMS), Expeditionary Engineering (E2) System and Enterprise Military Housing (eMH) System

2. C.5.4.2 Subtask 2 – ACES Fire Department (ACES-FD) System

3. C.5.4.3 Subtask 3 – Explosive Ordinance Disposal Information Management System (EODIMS) System

4. C.5.4.4 Subtask 4 – GeoBase System

5. C.5.5.5 Subtask 5 – NexGen IT/TRIRIGA System

The contractor shall provide subject matter expertise to each CE IT system or systems within the Subtasks described below to include the following support detailed in the remainder of this task.

The contractor shall provide functional subject matter expertise on CE Community customer requirements and system-specific requirements from which IT solutions can be generated for the CE IT Systems. The contractor shall collect CE IT system functional requirements from the CE Community and then work with the CE IT system developers to design necessary updates and/or future releases for the CE IT Systems. The contractor shall provide feedback and recommendations in the form of BCRs, in accordance with C.5.2.1 Subtask 1 – Manage, Maintain, And Update The CE It Governance Process, on identified deficiencies and problems to be presented for consideration to responsible CCBs. The contractor shall review, analyze and recommend CE IT System modifications and dispositions for submitted ITCRs, ITIRs, and BCRs. The contractor shall act as an advocate for requirements of the CE Community during the BCR review and approval process.

The contractor shall participate in all CE IT system test events and provide subject matter expertise to Government SME's to develop and execute CE IT System **Functional Test Plans (Section F.5, Deliverables 38).** The functional test plans shall be developed for any CE IT system update and shall include at the minimum:

1. Methodology to ensure software satisfies the approved functional requirements and designs.

2. Plans to target system functionality using real world scenarios.

3. End User testing criteria.

The functional test plans will complement, but shall not duplicate HIBD PMO's IV&V test plans. Following any functional testing, the contractor shall produce a **Functional Test Results Report (Section F.5, Deliverables 39)** that documents the outcome of the functional testing. The contractor shall ensure the completeness of formal test events by reviewing the test plans and test scripts, and providing guidance to HIBD PMO to ensure necessary updates are made so that final test scripts accurately capture the CE Community's functional needs as captured in Design Documents, Technical Exchange Workshops (TEWs), and approved BCRs.

The contractor shall provide data quality management for the CE IT Systems. The contractor shall prepare and deliver a **Data Quality Analysis Report (Section F.5, Deliverables 40)** conducted on the CE IT system supported and providing a quality assessment of the CE IT system data. The Data Quality Analysis Report shall include at minimum the following:

1. Data quality analysis.

2. Data profiling to include the review of the existing data sets to determine whether existing data can easily be used for other purposes.

3. Data Governance analysis that evaluates whether the CE IT Systems are meeting CE functional and business needs.

Additionally, the contractor shall recommended actions to improve and maintain Data Quality within the CE IT system. The contractor shall implement the recommendations presented in the Data Quality Analysis Report upon Government approval.

The contractor shall include all functional activities for CE IT Systems into the TO IMS (Section C.5.1.2, Prepare a PMP and IMS) and communicate schedule dependencies and schedule risks to the Government on a regular basis.

The contractor shall provide support across multiple task areas of Section C.5, Tasks, to include at minimum the following:

1. CE IT System subject matter expertise and support for the CE IT Strategic Plan (Section C.5.2.2, Provide CE IT Portfolio Management (PfM) Support) by recommending actions for reducing duplication in CE IT Systems.

2. Assistance in the development of BCAs and AOAs (Section C.5.2.4, Provide Analysis of Alternatives and Business Case Analysis For CE IT Systems) for CE IT Systems.

3. Support a wide range of communications specific to CE IT Systems in accordance with Section C.5.3.1, CE IT Strategic Communications.

4. Support collaboration between the CE Community and CE IT Stakeholders in accordance with Section C.5.3, CE IT Stakeholder Management & Reporting.

In addition, CE IT Systems training will periodically be updated by the Government. The contractor shall review the training curricula and provide recommendations for updates to the training curricula by interfacing with the CE Community to assess the effectiveness of the current training. The contractor shall provide senior advisory and subject matter expertise during education and training reviews.

C.5.4.1 SUBTASK 1 – PROVIDE ACES, IWIMS, E2, AND ᴇMH FUNCTIONAL SUBJECT MATTER EXPERTISE AND TESTING SUPPORT

The contractor shall support ACES, specifically the Real Property, Cost Accounting, Project Management modules. ACES supports approximately 13,500 users at approximately 190 installations, MAJCOM, AFCEC, HAF, and SAF.

The contractor shall support, IWIMS, with approximately 9000 users. IWIMS provides support for CE work orders and workforce management, financial management and cost accounting at approximately 190 installations, MAJCOM, AFCEC, HAF, and SAF.

 The contractor shall support E2, with approximately 16,000 users, supports base level, MAJCOM, and AFCEC for AF CE functions in preparation for deployment operations and disaster preparedness and planning, track personnel, deployment training, and equipment management. E2 also tracks and provides status for Chemical, Biological, Radiological, and Nuclear Equipment (CBRNE) training for the entire AF. E2 is the authoritative source for all CBRNE training for the AF. The contractor shall develop and provide training for the CE business processes, which are supported by the E2 system. The Government anticipates

functional training sessions to be held for E2 biannually. The contractor shall support the AFCEC FMO in automating business processes to technical systems and working with functional and IT SME's to develop E2 training plans as required.

The contractor shall support eMH, a Navy owned and administered system, used by approximately 2000 AF personnel to manage housing, dormitories, and furnishings assets. eMH provides the CE Community the ability to manage both family and unaccompanied assets and the ability to view information regarding privatized assets.

C.5.4.2 SUBTASK 2 – PROVIDE ACES-FD FUNCTIONAL SUBJECT MATTER EXPERTISE AND TESTING SUPPORT

The contractor shall support ACES – FD, with approximately 6,500 users at approximately 179 installations, MAJCOM, AFCEC, HAF, and SAF.   ACES-FD provides support to facilitate efficient emergency vehicle dispatching and for structural, crash, & medical incidents with proper assets & personnel. The data management system ensures facilities meet critical occupancy standards under peacetime and wartime operations, responding emergency personnel are properly trained and certified to meet all contingency operations and reduces possible loss of life or property through proactive approach to avoiding unsafe conditions and practices.

C.5.4.3 SUBTASK 3 – PROVIDE EODIMS FUNCTIONAL SUBJECT MATTER EXPERTISE AND TESTING SUPPORT

The contractor shall support EODIMS, a joint service (Navy, AF, Army, Marine) system with approximately 5,000 users at approximately 400 locations worldwide. The system provides direct EOD and Improvised Explosive Device (IED) identification and reporting, identification and credentials for all services supporting the Very Important Person Protection Support Activity (VIPPSA) missions, scheduling of Very Important Person (VIP) missions and provides emergency dispatch requests of EOD Teams.

The contractor shall provide functional training to EODIMS system users. The contractor shall develop and provide training for the CE business processes, which are supported by the EODIMS system. The Government anticipates biannual functional training sessions to be held for EODIMS. The contractor shall support the AFCEC FMO in automating business processes to technical systems and shall be responsible for working with functional and IT SME's to develop EODIMS training plans as required.

C.5.4.4 SUBTASK 4 - PROVIDE GEOBASE FUNCTIONAL SUBJECT MATTER EXPERTISE AND TESTING SUPPORT

The contractor shall support GeoBase, with approximately 2,500 users at approximately 96 AF locations. GeoBase provides globally available installation geospatial information and services (IGI&S) to all AF and Global Information Grid (GIG) systems.

C.5.4.5 SUBTASK 5 - PROVIDE NEXGEN IT/TRIRIGA FUNCTIONAL SUBJECT MATTER EXPERTISE AND TESTING SUPPORT

The contractor shall support NexGen IT/TRIRIGA, with approximately 30,000 users at approximately 190 installations, MAJCOM, AFCEC, HAF, and SAF. NexGen IT/TRIRIGA provides full asset management tracking and accounting to include, CE Cost Accounting,

Energy, Real Property & General Ledger, Space Management, Operations & Supply and Project Management. NexGen IT/TRIRIGA is in development and is scheduled for deployment of IOC in October 2015.

The contractor shall provide subject matter expertise in the following NexGen IT/TRIRIGA areas:

1. CE Real Property and General Ledger Accounting
2. Real Property Accountability (RPA)
3. Real Property Assets Database (RPAD)
4. Real Property Information Model (RPIM 5.0 through 8.0)
5. Real Property Inventory Requirements (RPIR)
6. Real Property Acceptance Requirements (RPAR)
7. Real Property Unique Identifier Registry (RPUIR)
8. Real Property Construction In Progress (CIP) Requirements
9. I&E Data Analytics and Integration Support (DAIS)
10. BUILDER Sustainment Management System (BUILDER)
11. BUILDER Updates for Real Property and Facilities Condition Assessment
12. CE Energy Management
13. DoD Enterprise Energy Information Management (EEIM)
14. Congressional Energy Reporting Requirements
15. Energy Policy Act of 2005
16. Energy and Independence and Security Act 2007
17. DoD Directive 5126.46: Defense Energy Information System – December 1987
18. DoD Directive 5134.01: Under Secretary of Defense for Acquisition, Technology, and Logistics – December 2005 (as modified April, 2008)
19. DoD Instruction 4170.11: Installation Energy Management – December 2009
20. CE Project Management
21. Military Construction (MILCON) Project Management Lifecycle
22. Environmental Project Lifecycle
23. Sustainment, Restoration, and Maintenance (SRM) Project Management Lifecycle Environmental Impact Analysis Program (EIAP) activities (AF Form 813 process)
24. Expertise in system interfaces (DEAMS, Prime Vendor, DAIS, SBSS)
25. CE Cost Accounting
26. CFO Requirements from Defense Financial Accounting System (DFAS) Blue Book 7900.4-M
27. Financial Improvement and Audit Readiness (FIAR) Compliance
28. Standard Financial Information Structure (SFIS) Compliance
29. Reimbursable Agreements
30. Shop Rates
31. Customer Record

32. Funding Documents

33. Funding Document Access Database

34. CE Operations and Supply

35. Material Control

36. Inventory Tracker Access Database

37. Master Item List / Enterprise Specification List

38. Work Management

39. Real Property Installed Equipment (RPIE)

40. RPIE Access Database

41. RS Means

42. BUILDER Updates for Work Item Requests and Work Completed

43. CE Space Management

44. S-File

45. Business Intelligence and Reporting Tools (BIRT),

46. TRIRIGA Internal Report writer

47. Crystal Reports.

The contractor, in collaboration with Government SMEs, shall define requirements and provide guidance to the Government in support of the NexGen IT/TRIRIGA program on the design and configuration for NexGen IT/TRIRIGA revisions and updates.   NexGen IT/TRIRIGA known revisions and updates include the following:

1. Development of Real Property Information Model (RPIM) 8.0 update. NexGen IT/TRIRIGA currently follows the RPIM 5.0 model. AFCEC FMO goal is to comply with RPIM 8.0 in 2016.

2. Development of the DEAMS interface. DEAMS has an established two-way data exchange mechanism with NexGen IT/TRIRIGA that passes General Ledger information between the two systems. The Government anticipates that the interface between the two systems will need to be updates as reporting requirement change.

3. Development of the DAIS interface. DAIS has an established two-way data exchange mechanism with NexGen IT/TRIRIGA that passes physical, legal, and financial data for I&E information between the two systems to include the execution or RPIR and EEIM standards and capabilities. The Government anticipates that interface between the two systems will need to be updated as reporting requirement change.

4. Development of the BUILDER interface. NexGen IT/TRIRIGA has an established two-way data exchange mechanism with the BUILDER SMS that passes Condition Index Data, Work Item Requests, Completed Work, and Real Property information between the two systems. The Government anticipates that the interface between the two systems will need to be updated as reporting requirements change.

5. Cost accounting updates (Customer record, Shop Rate, EEIC, PEC, DD Form 1354 workflow, etc.).

6. S-File (consolidating individual S-File data repositories at each location) design (CAD and ESRI data formats) updates and adding space requirements to customer record.

The contractor shall identify NexGen IT/TRIRIGA cross-functional touch-points and any gaps in coverage which require escalation to the Government Lead for consideration or decision.

C.5.5 TASK 5 – PROVIDE NEXGEN IT/TRIRIGA PRE AND POST DEPLOYMENT SUPPORT

The contractor shall provide NexGen IT/TRIRIGA functional support in the areas of CE Cost Accounting, Energy, Real Property & General Ledger, Operations & Supply and Project Management to support the deployment of NexGen IT/TRIRIGA. The Government has included the NexGen IT/TRIRIGA Pre and Post Deployment Activity List (**Section J.1, Attachment O – NexGen IT/TRIRIGA Pre and Post Deployment Activity List**) that documents specific tasks for each installation. The contractor shall assist each AF installation in the completion of the NexGen IT/TRIRIGA Pre and Post Deployment Activity List which is the responsibility of each AF installation. The contractor shall assist the AFCEC FMO in ensuring that task defined within the list are complete. The level of support needed at a given installation is based on factors such as size and complexity of the installation, quantity of manual entry data required, and availability of Government personnel at the installation.

Travel to installations to assist in resolving complex issues surrounding the implementation of the NexGen IT/TRIRIGA may be required.

The contractor shall provide support to each subtask described below to include the following support.

The contractor shall perform pre-deployment activities that will prepare the installations for effective transition to the NexGen IT/TRIRIGA system to include, but are not limited to the following:

1. Final validation of geography and organizational hierarchies.
2. Support to the installation's data quality cleansing activities such as standardization of Customer Records.
3. Execution of Data Readiness Recommendations (DRR).
4. Coordination of anomaly reports to/from installations.
5. Facilitate the communication, training and execution of processes requiring the installations to manually enter data that is otherwise unable to be migrated into NexGen IT/TRIRIGA through automated methods.

The DRRs are created for ACES and IWIMS via a service provider contractor and are delivered to the Government. The contractor shall work with NexGen IT/TRIRIGA installation POCs to execute, track, and report the status of the DRRs to the AFCEC FMO.

The contractor shall execute the Government approved CE MDM Plan.. The contractor shall coordinate with NexGen IT/TRIRIGA installation POCs to correct data inaccuracies that will prevent existing CE IT system data from being successfully migrated to NexGen IT/TRIRIGA.

The NexGen IT/TRIRIGA system requires additional data that is not present in any CE IT system, that includes, but is not limited: reimbursable customers, service contracts, reimbursable agreements, utility meter locations and hierarchy, and building specifications. The contractor

shall provide post-deployment support to assist the installations in ensuring that data that is not migrated from legacy systems is accurately entered into NexGen IT/TRIRIGA system and is complete.

C.5.5.1 SUBTASK 1 – PROVIDE AF CE COST ACCOUNTING SUPPORT

The contractor shall assist the AFCEC FMO in ensuring that the installations complete the Cost Account tasks identified in **Section J.1, Attachment O – NexGen IT/TRIRIGA Pre and Post Deployment Activity List**. The contractor shall assist AF CE installation POCs in entering and validating the following information into NexGen IT/TRIRIGA including: shop rates, reimbursable agreements, supply and non-supply funding documents, and RPIM fund codes relative to customer records.

The contractor shall support the standardization and migration of the Customer Record into NexGen IT/TRIRIGA. This support shall include the following:

1. Standardizing and validating the data on the Customer Record.
2. Enabling Installation and AF roll-up and reporting capability.
3. Maintaining Customer Code mapping as new customer records are created.
4. Completing the Customer Record upload spreadsheet tool for Data Integrator upload into NexGen IT/TRIRIGA.

The contractor shall provide support to the Government AF CE Cost Accounting SME in helping to resolve functional cost accounting questions from the CE Community. The contractor support shall assist the Government AF CE Cost Accounting SME in developing detailed responses to cost accounting questions elevated from the Field Assistance Support Helpdesk, a contractor staffed helpdesk located in the Gunter Annex, AL.

C.5.5.2 SUBTASK 2 – PROVIDE AF CE REAL PROPERTY AND GENERAL LEDGER SUPPORT

The contractor shall assist AFCEC FMO in ensuring that the installations complete the Real Property and General Ledger tasks as defined in **Section J.1, Attachment O – NexGen IT/TRIRIGA Pre and Post Deployment Activity List .**

The contractor shall facilitate the transitioning of Real Property Installed Equipment (RPIE) Records into NexGen IT/TRIRIGA. The contractor shall support the installations to align RPIE Records to new Facility Analysis Category (FAC) codes, complete additional DD Form 1354's to capitalize RPIE Records, assist in capturing the replacement, removal, or installation of new building equipment as a capital improvement on DD Form 1354's, and provide reach-back support to installations throughout the deployment of NexGen IT/TRIRIGA.

The contractor shall research and validate non-equity asset listings and facilitate their migration into NexGen IT/TRIRIGA. The contractor shall identify and update relevant attribute data for current non-equity asset listings, upload them into Data Analytics and Integration Support (DAIS), identify and document associated Real Property Unique Identifiers (RPUID's) and migrate them into NexGen IT/TRIRIGA. The contractor shall provide maintenance and sustainment of documented non-equity assets currently at installations that do not have an RPUID for reporting to Office of the Secretary of Defense (OSD).

The contractor shall assist in data cleansing efforts in preparation for data migration to NexGen IT/TRIRIGA. The contractor shall associate Real Property leases to relevant assets, identify lease records with no associated asset and the necessary acquisition processes required to associate and migrate identified assets to the correct record. The contractor shall provide additional Real Property data cleansing efforts necessary to facilitate Installation data readiness.

The AF methodology for collecting space information is to use an access database (S-File) at each installation and collect data calls. The space management capability within NexGen IT/TRIRIGA will not be utilized during IOC.   The contractor shall prepare and deliver a **Space Management Requirements Plan (Section F.5, Deliverable 41)** that shall include at a minimum the following:

1. Methodology for migrating current S-File database information into the NexGen IT/TRIRIGA system.
2. Updated CE Space Management requirements to be included in future releases of NexGen IT/TRIRIGA.

The S-File is an AF tool that is used to collect floor plans and occupancy data at AF installations. The contractor shall prepare and deliver an **S-File Assessment Report (Section F.5, Deliverable 42)** that shall include at a minimum the following:

1. A comprehensive assessment of the data housed in the S-File.
2. Review of processes currently provided by the S-File.
3. Recommendation on the optimal methodology to integrate existing Space Management data, spatial and aspatial, and business processes into NexGen IT/TRIRIGA.

C.5.5.3 SUBTASK 3 – PROVIDE AF CE OPERATIONS AND SUPPLY SUPPORT

The contractor shall assist the AFCEC FMO in ensuring that the installations complete the AF CE Operation and Supply Support tasks as defined in **Section J.1, Attachment O – NexGen IT/TRIRIGA Pre and Post Deployment Activity List.**

The contractor shall provide support to Materiel Control activities being implemented in NexGen IT/TRIRIGA. The contractor shall promote and support installation utilization of the Inventory Item Tracker MS Access database, support standardization of materiel naming conventions, research, document, and recommend materiel for inclusion into inventory. The contractor shall assist installations to understand protocols for loading material into the NexGen IT/TRIRIGA inventory tracking capability, assist with establishing inventory locations within the NexGen IT/TRIRIGA hierarchy, and provide reach-back support to developing responses for business process questions.

The contractor shall support Preventive Maintenance activities migrating into NexGen IT/TRIRIGA, to include the following:

1. Facilitate installation utilization of the Real Property Installed Equipment (RPIE) MS Access database(s) used for data cleansing and migration,
2. Assist with BUILDER/ACES RP/RS Means data reconciliation, and
3. Support completion of the DD Form 1354 capitalization process.

The contractor shall assist installations in updating the initial Preventive Maintenance capability in NexGen IT/TRIRIGA, which will assist with proper identification of labor and materiel requirements for operation functions at the installation.

CE utilizes service contracts to care for and maintain installation assets. These service contracts are manually stored and tracked. NexGen IT /TRIRIGA has the capability to store and track funding associated to the service contract.

The contractor shall support service contract migration activities into NexGen IT/TRIRIGA, to include the following:

1. Support installations with loading of service contract data into NexGen IT/TRIRIGA.
2. Development of **Standard Invoice and Service Contracting templates and guides (Section F.5, Deliverable 43)** that will facilitate the adoption of standard invoicing and service contract tracking procedures.

Support will be provided to improve NexGen IT/TRIRIGA service contract reporting and assist installations with invoicing processes. Personnel supporting this subtask will have access to contract sensitive data and contractor proprietary information and will be required to sign a Non-Disclosure Agreement during TO performance.

C.5.5.4 SUBTASK 4 – PROVIDE AF CE ENERGY MANAGEMENT SUPPORT

The contractor shall assist AFCEC FMO in ensuring that the installations complete the AF CE Energy Management tasks as defined in **Section J.1, Attachment O – NexGen IT/TRIRIGA Pre and Post Deployment Activity List.**

The contractor shall provide subject matter expertise in all AF CE Energy Management business processes to support installations with data validation, setup, and migration of energy data into NexGen IT/TRIRIGA. The contractor shall assist with standardization and creation of vendor data, meter specification data, reimbursable rates, and building audit information, and other Energy Management activities. The contractor shall assist installations with developing work tasks to support monthly and annual reporting requirements.

C.5.5.5 SUBTASK 5 – PROVIDE AF CE PROJECT MANAGEMENT SUPPORT

The contractor shall assist AFCEC FMO in ensuring that the installations complete the AF CE Project Management tasks as defined in **Section J.1, Attachment O – NexGen IT/TRIRIGA Pre and Post Deployment Activity List.**

The contractor shall support installations, MAJCOMs, AFCEC, and HAF with data validation, setup, and migration of CE Military Construction (MILCON), Environmental and Sustainment, Restoration, and Maintenance (SRM) opportunities and project records into NexGen IT/TRIRIGA. The contractor shall assist with standardization and creation of opportunity records, creating projects from the opportunity records, and monitoring performance of the projects.

The contractor shall assist installations, MAJCOMs, AFCEC, and HAF with developing reports to support monthly and annual capital project management requirements.

C.5.6 TASK 6 – PROVIDE CE ENTERPRISE SHAREPOINT MANAGEMENT

The contractor shall support the CE Portal. The CE Portal is, hosted on the AF Network (AFNETP) SharePoint 2010 Environment and delivers capabilities to the CE Community around the world supporting an estimated 38,000 users. The CE Portal is a web-based solution providing an Enterprise SharePoint environment to the CE Community to include, but not limited to, a centralized location for strategic communications (news, announcement, events, etc.,), collaboration and information sharing for CE-wide initiatives, knowledge management (Search, Metadata Tagging), business process enablement, dashboards and reporting. The CE Portal provides governance, business processes and collaboration for CE-wide initiatives.

C.5.6.1 SUBTASK 1 – PROVIDE CE ENTERPRISE SHAREPOINT MANAGEMENT, ADMINISTRATION AND MAINTENANCE SUPPORT

The contractor shall manage, administer, and maintain the CE Enterprise SharePoint environment. The contractor shall implement approved CE Enterprise SharePoint solutions. The contractor shall develop **Information Architecture Standards (Section F.5 Deliverable 44) and** upon Government approval, ensure these standards are implemented throughout the CE Enterprise SharePoint environment.

The contractor shall ensure that change requests that are submitted through the CE Enterprise SharePoint Solution are managed, screened, and routed correctly.

The contractor shall provide ongoing administration and user support for the CE Enterprise SharePoint environment, including capturing usage metrics and assisting users with access to information on the CE Portal.   The contractor shall coordinate with the AF EIS Help Desk, Lackland Enterprise Service Desk, or other applicable serve desks to resolve access issues, hosting environments issues, and network issues.

C.5.6.2 SUBTASK 2 – DEVELOP NEW CE ENTERPRISE SHAREPOINT SOLUTIONS

The contractor shall develop CE Enterprise SharePoint solution updates and enhancements that assist the AFCEC FMO in automating business processes. The contractor shall prepare a **Draft and Final CE Enterprise SharePoint Environment Enhancement Report (Section F.5, Deliverables 45 and 46)**. The CE Enterprise SharePoint Environment Enhancement Report shall include the following:

1. Assessment of current CE Enterprise SharePoint solutions, including current:
    a. Collaborative Sites, SharePoint Pages, Document Libraries, Customized Lists, SharePoint Dashboards, Automated Business Process.
2. Identification of potential redundant CE Enterprise SharePoint solutions being used in the CE Community and a plan to correct inefficiencies.
3. Gather requirements from CE Community on new capabilities required to assist the user community.
4. Possible use of inherent SharePoint functionality, including workflows, dashboards, collaboration features, and document repositories, and Business Intelligence tools to increase automation across the CE Community.
5. Propose processes to facilitate executive-level transparency across the enterprise for critical programs.

6. Methods to utilize SharePoint functionality to enable strategic communications from CE leadership to the wider CE Community.

The CE Enterprise SharePoint Environment Enhancement Report is an evolutionary document and the contractor shall update it with significant changes as required or identified by the Government **(Section F.5, Deliverable 47).** Significant changes represent any alteration, modification, or adjustment to the deliverable that affects the support provided to or the mission of the AFCEC FMO.

The contractor shall follow the CE IT Governance and CCB process for all future approved CE Enterprise SharePoint solutions. Approved CE Enterprise SharePoint solutions will be supported in accordance with Section C.5.6.1, Provide CE Enterprise SharePoint Management, Administration and Maintenance Support.

C.5.7 TASK 7 – PROVIDE INFORMATION SYSTEM SECURITY MANAGEMENT , ENTERPRISE ARCHITECTURE (EA) SUPPORT AND INFORMATION ASSURANCE (IA) SECURITY ENGINEERING SUPPORT

The contactor shall provide Information System Security Management, EA, and IA security engineering support to AFCEC. The contractor shall support all CE IT Systems as well as the 25 AFCEC legacy IT initiatives and applications referenced in Section C.1, Background.

C.5.7.1 SUBTASK 1 – PROVIDE INFORMATION SYSTEM SECURITY MANAGEMENT SUPPORT

The contractor shall provide Information System Security Management support for AFCEC with the primary responsibility of maintaining situational awareness and initiating actions to improve or restore IA posture for CE IT Systems **(Section J.1 Attachment Q – CE IT Systems' Descriptions)**. The contractor shall ensure an Information System (IS) level IA program, is developed and maintained in accordance DoDI 8510.01 prescribed by AFI 33-210,

The contractor shall conduct annual security reviews of all CE IT Systems and deliver an **Annual Security Compliance Package (Section F.5, Deliverable 48).** The Annual Security Compliance Package shall include at a minimum the following:

1. Detailed results of the ability of CE IT Systems to meet IA controls in accordance with the AF Cybersecurity Risk Management Framework (RMF) & Supporting Policies and Guidelines.
2. Detailed reporting of all IA controls non-compliance.
3. Corrective actions required to eliminate all non-compliance issues.

The contractor shall provide support to assist AFCEC in complying with C&A remediation activities. C&A activities are developed via a separate TO and submitted to the AFCEC FMO for release to the required Government stakeholders.

The contractor shall continuously monitor systems or information environments and inform the Designated Accrediting Authority (DAA) of events that negatively impact the IA posture.

The contractor shall develop, update, and or maintain all **IS IA Documentation (Section F.5, Deliverable 49).** The contractor shall ensure all IS IA Documentation is current and accessible

for CE IT Systems and 25 legacy applications/initiatives. IS-IA documentation includes the following:

1. Systems Security Plan (SSP)
2. Security Assessment Test Plan
3. Plan of Action and Milestone (POA&M) document
4. Continuity of Operations (CONOPS) and Disaster Recovery Plan
5. Implementation Plans.

The contractor shall provide an updated status on CE IT system connection and certification status in the MSR and Monthly Status Briefing detailed in Section C.6.1.4, Provide Monthly Status Report and Briefing.

C.5.7.2 SUBTASK 2 – PROVIDE EA SUPPORT

The contractor shall provide high-level enterprise architectural subject matter expertise to AFCEC managers and technical staff to include development of DoDAF products (documents) and deliverables for the CE IT enterprise and operational business lines, strategy of a proposed system and the design infrastructure necessary to support that strategy.

The contractor shall provide advice to the Government on selection of technological initiatives with regards to processing, data storage, data access, and applications development. The contractor shall recommend standards for the client and server relational database structure for the organization (SQL, ORACLE, SYBASE, etc. and) and advise on the feasibility of potential future projects.

The contractor shall utilize the AF approved Architect Tools to develop and maintain **Department of Defense Architecture Framework (DoDAF) Products (Section F.5, Deliverable 50)** to support Portfolio Management and IT compliance mandates for CE IT Systems. The contractor shall support the development of DoDAF products and ensure alignment with industry best practices and adherence to project standards and guidelines.   The required DoDAF products include, but are not limited to the following:

1. OV-6c Business Process Model
2. OV-5a Operational Activity Decomposition Tree
3. OV-5b Activity Model
4. OV-2/OV-3 Operational Resource Flow Description/Matrix
5. SV-4 Systems Functionality Description
6. SV-5b Operational Activity to Systems Traceability Matrix
7. AV-2 Integrated Dictionary.

The contractor shall recommend how to incorporate Government put to make changes to architecture products and lead the dissemination of information to team members and other lead architects to fine-tune deliverables. The contractor shall review task plans to capture Government and team priorities to ensure proper allocation of team resources.

C.5.7.3 SUBTASK 3 – PROVIDE INFORMATION SYSTEM SECURITY ENGINEERING

The contractor shall assist the AFCEC FMO IA Government Lead by providing IA security engineering support. The contractor shall assist the Government in developing and maintaining the Security Architecture Program for AFCEC in accordance with DoD 8510.01. The purpose of the Security Architecture Program is to ensure a secure infrastructure is maintained and standards are followed. The contractor shall develop and implement IA policy and procedures for security engineering and C&A status for CE IT Systems for AFCEC in accordance with NIST Special Publication 800-160, *The Systems Security Engineering Guideline.*

The contractor shall provide security engineering solutions (interpret security requirements into technical solutions), analyze system configurations, rules and logs to determine the security posture, conduct network security and vulnerability assessments and security tests and evaluations, build knowledge of security design principles and how to apply them to achieve information security objectives and increase knowledge of network, systems, and application architectures and their associated security technologies. The contractor shall develop related intellectual capital, whitepapers, and presentations and ensure IA strategies for new technologies integrate into a cohesive system-level IA strategy.

The contractor shall participate as a member or lead the activities of a focused information system security engineering sub-team (e.g., integrated product team (IPT)). The contractor shall be responsible for providing consultation to other engineering teams, providing security relevant subject matter expertise in support of the team's engineering efforts. This includes, but is not limited to, fault detection and recovery, exception handling, minimization or elimination of single-point-of-failure; load balancing, and defense-in-depth and defense-in-breadth techniques. Where the solution is a security system, the contractor may provide both the lead systems engineering and lead systems security engineering support.

C.5.8 TASK 8 – PROVIDE NEXGEN IT/TRIRIGA SUPPORT (OPTIONAL)

The contractor shall provide additional support to the NexGen IT/TRIRIGA deployment. The NexGen IT/TRIRIGA deployment is critical to CE accomplishing their mission. In the event that transition to the NexGen IT/TRIRIGA is not successful or is greatly delayed, the Government will opt to migrate the IWIMS system into the ACES system. The contractor shall develop and provide training for the CE business processes which are supported by IWIMS as it is migrated to ACES. In addition, the Government may require additional support to transition CE IT system data to NexGen IT/TRIRIGA if the level of data readiness is not at current Government assumed levels. The contractor shall assist in the creation of data repositories, such as Microsoft Access Databases and Excel Spreadsheets, and instructional handouts for standardizing information that is currently only manually stored. The contractor shall assist in identifying, standardizing and inputting information into NexGen IT/TRIRIGA.

The contractor shall provide a NexGen IT/TRIRIGA Contingency Support Plan **(Section F.5, Deliverable 51),** which identifies procedures and timelines for providing the contingency NexGen IT/TRIRIGA support to the Government.

The Government estimates the LOE for this support to be approximately 58 percent of work levels planned for C.5.4.5 SUBTASK 5 – NexGen IT/TRIRIGA and C.5.5 TASK 5 – NexGen IT/TRIRIGA Pre and Post Deployment Support.